

S-E-C-R-E-T

ER 67-5016/a

25X1

1 NOV 1967

Dear Bus:

Thank you for your letter of 23 October 1967 inviting our participation in SIGMA-67 war game. We have found these games most interesting, instructive and helpful to our thinking in the past and will be glad to participate in this one. Unfortunately, I am not able to participate and Vice Admiral Taylor's schedule precludes his acting in my place.

I will, however, be able to make available as one of our senior participants an officer from the Board of National Estimates, [redacted] who is quite experienced and expert in matters pertaining to the theme of this particular game. In addition, Mr. George Carver, who is my Special Assistant for Vietnamese Affairs and one of my close advisors, will be able to serve as the second senior CIA player.

25X1

The names of the CIA Action-level and control nominees will be forwarded to the Joint War Games Agency as requested.

Sincerely,

/s/ Richard Helms

25X1

JCS review(s)  
completed.

Richard Helms  
Director

General Earle G. Wheeler  
The Chairman, Joint Chiefs of Staff  
Department of Defense  
Washington, D. C. 20301

Orig: DDCI/mfb 10/31/67  
Distribution:

25X1

O & 1 - Addressee  
\* 1 - [redacted] BNE  
\* 1 - Geo. Carver, SAVAN  
1 - ER w/basic

S-E-C-R-E-T



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Executive Registry

07-5016

THE JOINT CHIEFS OF STAFF  
WASHINGTON, D. C. 20301

23 October 1967

Dear Dick:

I would like to invite you to join me as a participant in SIGMA-67, a senior-level politico-military game dealing with the conflict in Southeast Asia. It will be conducted in Pentagon facilities of the Joint War Games Agency during late November - early December 1967, and as usual, knowledgeable and responsible officials from interested departments and commands will participate.

In addition, I hope that you will provide your normal fine complement of key people to serve on both senior and action-level teams. The desired numbers of participants are indicated in the administrative attachment which also contains detailed information regarding the game for use by your point of contact.

Senior meetings will be held from 1400 to 1530 hours on 28 November, 30 November and 5 December and a final critique will be conducted from 1400 to 1600 hours, 7 December 1967. In the event you are unable to attend, I hope you will designate Admiral Taylor to serve as the senior CIA representative.

The Joint War Games Agency is prepared, at your convenience, to brief you on the purposes and scope of SIGMA-67.

Sincerely,

*Bues*

EARLE G. WHEELER  
Chairman  
Joint Chiefs of Staff

Attachment

The Honorable

Richard M. Helms

Director, Central Intelligence Agency  
Washington, D. C. 20505

DOWNGRADED AT 12 YEAR  
INTERVALS; NOT AUTOMATICALLY  
DECLASSIFIED. DOD DIR 5200.10

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THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

JOINT WAR GAMES AGENCY

13 October 1967

MEMORANDUM FOR AGENCY OFFICIAL COORDINATING SIGMA-67

Subject: Game Requirements (U)

1. (SNF) GENERAL. SIGMA-67 is a senior-level, politico-military game to be conducted in the Pentagon during the period 28 November to 7 December 1967. The game will address problems in Southeast Asia in a current time frame. It should provide a dynamic setting, encompassing economic, psychological, political and military considerations involved in the complex situation facing the United States in Southeast Asia today. This memorandum contains administrative information essential to pre-game planning. Prior to the game, pre-game briefings will be conducted and a Fact Book containing specific administrative details and other relevant information will be distributed.

2. (U) PLAYER NOMINATIONS. Addressees are requested to submit the names of participant nominees to the Project Officer: Commander Kenneth N. Bebb, USN, OX 7-9860 or OX 7-9892, by telephone prior to 17 November.

a. The number of participants for the senior-level teams is outlined in attachment #1. In the event individuals suggested are unable to attend, alternate nominations would be appreciated.

b. The number of nominations for action-level teams and the control element is outlined in attachment #2. These players should be nominated from the rank of Lt Colonel/Commander to Major General/Rear Admiral (or civilian equivalent) who are highly knowledgeable of the problem area involved. Rank is secondary to expert knowledge.

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3. (U) SCHEDULE. Teams will meet according to the following schedule in locations indicated:

a. Action-level players.

(1) 1030 or 1330 hours, 27 November, Room BC 942A, the Pentagon, for pre-game briefings. (Approximate time 50 minutes).

(2) 0930-1700 hours, 28, 30 November and 5 December, Room BC 942A, the Pentagon, for team deliberations.

(3) 0930-1100 or 1100-1230 hours, 7 December, Room BC 942A, the Pentagon, for action-level critique.

(4) 1400-1600 hours, 7 December, Room 5C 1040, the Pentagon, for senior-level critique.

b. Senior-level players.

(1) 1400-1530, 28, 30 November and 5 December, Room BC 942A, the Pentagon, for team deliberations. Guides will be available at the Pentagon River Entrance.

(2) 1400-1600, 7 December, Room 5C 1040, the Pentagon, for senior-level critique. Guides will be available at the Pentagon River Entrance.

c. Control players.

(1) 1030 or 1330 hours, 27 November, Room BC 942A, the Pentagon, for pre-game briefings. (Approximate time 50 minutes).

(2) 0930-1600 hours, 29 November, 1 and 6 December, Room BC 942A, the Pentagon, for Control meetings.

(3) 0930-1100 or 1100-1230 hours, 7 December, Room BC 942A, the Pentagon, for action-level critique.

(4) 1400-1600 hours, 7 December, Room 5C 1040, the Pentagon, for senior-level critique.

4. (U) PRE-GAME RESEARCH AND DOCUMENTATION. SIGMA project officers have contacted or will contact your office during the next month to obtain:

- a. Suggestions on persons to be interviewed.
- b. Suggestions for reading -- studies, intelligence documents, reports, plans (both official and unofficial), books, magazines, and other pertinent source material.
- c. Ideas for introduction into the initial scenario or for control use during the game, to enhance the interest level and overall value of the exercise.

5. (U) SECURITY.

- a. The title of the game, SIGMA-67, is UNCLASSIFIED when mentioned without geographic or subject reference. Discussion on the area/scope or content of the game is classified SECRET-NOFORN.
- b. Game deliberations are conducted on a TOP SECRET level.
- c. Addressees are requested to certify in writing as to TOP SECRET security clearances of participants. Forward to reach the SIGMA project officer not later than 24 November 1967 (See paragraph 2, above).

3 Attachments

- 1 - Sr-Level Teams
- 2 - Action-Level Teams  
& Control
- 3 - Game Schedule

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SIGMA-67

SENIOR-LEVEL TEAMS

| <u>AGENCY</u> | <u>NUMBER</u> | <u>SUGGESTED SENIORS</u>   |
|---------------|---------------|--|
| White House   | 3             | Honorable Walt Rostow<br>Ambassador William Leonhart<br>General Maxwell D. Taylor  |
| State         | 7             | Secretary Dean Rusk or<br>Under Secretary Nicholas deB. Katzenbach<br><br>Ambassador W. Averell Harriman<br><br>Ambassador Henry Cabot Lodge<br><br>Honorable William Bundy<br><br>Mr. Philip J. Farley<br><br>Mr. Philip C. Habib<br><br>Mr. John Ausland |
| CIA           | 2             | Honorable Richard M. Helms or<br>VADM Rufus L. Taylor<br><br>Mr. George Carver   |
| AID           | 1             | Honorable William S. Gaud or<br>Mr. Rutherford M. Poats  |
| USIA          | 1             | Honorable Leonard H. Marks or<br>Mr. Hewson A. Ryan  |
| ACDA          | 1             | Honorable William C. Foster or<br>Mr. Adrian S. Fisher   |
| Treasury      | 1             | Honorable Joseph W. Barr   |

Attachment #1

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| <u>AGENCY</u> | <u>NUMBER</u> | <u>SUGGESTED SENIORS</u>   |
|---------------|---------------|--|
| OSD           | 1             | Honorable Robert S. McNamara or<br>Honorable Paul H. Nitze   |
| OSD(ISA)      | 3             | Honorable Paul C. Warnke<br>Mr. Richard C. Steadman<br>Dr. Morton H. Halperin  |
| OSD(PA)       | 1             | Honorable Phil G. Goulding or<br>Mr. Richard Fryklund  |
| JCS           | 5             | General Earle G. Wheeler<br>LGEN B. E. Spivy, Jr. or<br>MGEN John B. McPherson<br>VADM Nels C. Johnson<br>VADM Lot Ensey<br>LGEN John C. Meyer |
| Army          | 1             | General Harold K. Johnson  |
| Navy          | 1             | Admiral Thomas H. Moorer   |
| Air Force     | 1             | General John P. McConnell  |
| Marine Corps  | 1             | General Wallace M. Greene, Jr.   |
| DIA           | 2             | LGEN Joseph F. Carroll<br>VADM Vernon L. Lowrance  |
| NSA           | 1             | LGEN Marshall S. Carter  |

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SLCMA-67  
ACTION TEAMS AND CONTROL

| AGENCY            | BLUE I         | RED I          | CONTROL I      | BLUE II        | RED II         | CONTROL II     | TOTAL |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|-------|
| White House       | 1              |                | 1 <sup>a</sup> |                |                |                | 2     |
| State             | 1 <sup>a</sup> | 1              | 2 <sup>b</sup> | 1              | 1              | 2 <sup>b</sup> | 8     |
| Embassy<br>Saigon | 1              |                | 1              |                |                |                | 2     |
| CIA               | 1              | 1              | 1 <sup>c</sup> | 1              | 1              | 1 <sup>c</sup> | 6     |
| AID               | 1              | 1 <sup>d</sup> | 1              | 1              |                |                | 4     |
| USIA              |                | 1              | 1              | 1              | 1              |                | 4     |
| ACDA              |                | 1              |                |                |                |                | 1     |
| Treasury          | 1              |                | 1              |                |                |                | 2     |
| OSD (ISA)         | 2 <sup>a</sup> |                | 1              | 2 <sup>a</sup> |                | 1              | 6     |
| JCS CSG           |                |                |                |                |                | 1              | 1     |
| J-3               |                |                | 1 <sup>c</sup> |                |                | 1              | 2     |
| J-4               |                | 1              |                |                |                |                | 1     |
| J-5               |                | 1              | 1              | 1              | 1 <sup>e</sup> |                | 4     |
| SACSA             |                | 1              |                | 1              |                |                | 2     |
| Army              |                | 1              | 1              |                |                |                | 2     |
| Navy              |                |                | 1              | 1              |                |                | 2     |
| Air Force         | 1              |                |                |                |                | 1              | 2     |
| Marine Corps      | 1              |                | 1              |                |                |                | 2     |
| DIA               |                | 1 <sup>d</sup> | 1              |                | 1 <sup>d</sup> |                | 3     |
| NSA               |                |                |                |                |                | 1              | 1     |
| PACOM             |                |                | 1              | 1              |                |                | 2     |
| Consultants       | 1              | 1              | 1              | 1              | 2 <sup>d</sup> | 1              | 7     |
| TOTALS            | 11             | 11             | 11             | 11             | 11             | 11             | 66    |



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- a One expert on South Vietnam internal political affairs.
- b One expert on Soviet Union affairs and one expert on Thailand, Laos and Cambodia affairs.
- c One expert on Communist China affairs.
- d One expert on NLF internal organization and processes.
- e Request Special Assistant (State) as one participant.

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SIGMA-67

GAME SCHEDULE

NOVEMBER - DECEMBER 1967

| MONDAY   | TUESDAY   | WEDNESDAY                                | THURSDAY   | FRIDAY                          |
|--|---|--|--|---------------------------------|
| Nov 27   | Nov 28  | Nov 29                                   | Nov 30   | Dec 1                           |
| Pre-Game<br>Briefing<br>1000-1050<br>or<br>1330-1420 | Move I<br>0930-1700<br>action-level<br><br>1400-1530<br>seniors   | 0930-1600<br>Control<br>Meeting          | Move II<br>0930-1700<br>action-level<br><br>1400-1530<br>seniors   | 0930-1600<br>Control<br>Meeting |
| Dec 4  | Dec 5   | Dec 6                                    | Dec 7  | Dec 8                           |
|  | Move III<br>0930-1700<br>action-level<br><br>1400-1530<br>seniors | 0930-1600<br>Final<br>Control<br>Meeting | Critiques<br>0930-1100<br>or<br>1100-1230<br>action-level<br>and control<br><br>1400-1600<br>seniors,<br>action-level<br>and control |                                 |

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|----|------------------|------|----------|
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| 2  | <i>DDC</i>       |      |          |
| 3  |                  |      |          |
| 4  |                  |      |          |
| 5  |                  |      |          |
| 6  |                  |      |          |

|             |              |                |
|-------------|--------------|----------------|
| ACTION      | DIRECT REPLY | PREPARE REPLY  |
| APPROVAL    | DISPATCH     | RECOMMENDATION |
| COMMENT     | FILE         | RETURN         |
| CONCURRENCE | INFORMATION  | SIGNATURE      |

Remarks:

*1 Fr 2*

*Please decide on  
our representation  
and draft my  
reply*

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